



Environmental Management System Procedure

for

Conducting Management Reviews

Applicable to the

U.S. Army Garrison (USAG) Baumholder

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Environmental Management System Documentation of the USAG Baumholder

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Environmental Management System (EMS) Procedure for Conducting Management Reviews
Applicable to the USAG Baumholder

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This document is an EMS controlled document. It has to be kept updated in order to comply with International Organization for Standardization (ISO) 14001. This document shall be reviewed annually and revised as necessary or when changes occur. When a revised document is available, this document will be discarded and marked as obsolete in the DOC CON database. The revised document gets a new UID.

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5 Dec 05

References:

- a. Executive Order 13148, *Greening the Government through Environmental Leadership*.
- b. ISO 14001: 2004, *Environmental Management Systems – Specification with Guidance for Use*.
- c. EMS Procedure # EMS_PBH_09 – *Control of Environmentally Relevant Documents of the USAG Baumholder*.
- d. Installation Management Agency – Europe Region (IMA-E), *Annual EMS Management Review Guidance*, October 2005.

1.1 PURPOSE

The purpose of this procedure is to document the process and define roles and responsibilities for ensuring that annual EMS management reviews are conducted effectively for the U.S. Army Garrison (USAG) Baumholder.

1.2 APPLICABILITY

This procedure applies to all personnel working within or on behalf of the USAG Baumholder involved in conducting annual EMS management reviews.

1.3 DEFINITIONS

Cross Functional Team (CFT) — A group of individuals from across the Garrison, appointed either by the Garrison Commander or senior leadership, who will coordinate the support necessary for EMS implementation and are responsible for implementing the EMS Garrison-wide.

EMS Management Representative (EMSMR) – An individual appointed by the Garrison Commander who, irrespective of other duties, is responsible for the operation of the Garrison's EMS and chairs the Garrison's CFT.

2 PROCEDURE

2.1 EMS MANAGEMENT REVIEW PROCEDURE

The EMSMR, in coordination with the DPW EMO, shall review and update annually this procedure prior to initiating subsequent management reviews. This procedure is based upon the guidance provided by IMA-E, Annual EMS Management Review Guidance, dated October 2005, provided in Appendix A. Future guidance provided by IMA-E should be considered when reviewing and updating the current procedure.

2.2 PREPARING FOR THE MANAGEMENT REVIEW

The EMSMR is responsible for the following:

- Reviewing this procedure annually and update as necessary prior to initiating subsequent management reviews;
- Scheduling the annual EMS management review;
- Ensuring Environmental Quality Control Committee (EQCC) members and CFT members (if desired) attend the meeting;
- Ensuring all documents necessary for the EMS management review are available, necessary information summarized for attendees, and that summarized information is provided to attendees approximately two weeks in advance of the scheduled management review;
- Developing of an agenda and presentation to keep the meeting on track, in coordination with the DPW EMO; and
- Recording meeting minutes and an action item list.

The DPW EMO is responsible for the following:

- Assisting the EMSMR to annually review and update as necessary this procedure;
- Gathering all documents necessary for the EMS management review and summarizing the information to be provided to the review attendees;
- Assisting the EMSMR to develop an agenda and presentation for the management review; and
- Ensuring a systematic review of the required information and recording areas for updates, changes and improvements.

2.3 CONDUCTING THE MANAGEMENT REVIEW

Management reviews will be conducted annually by the Garrison during the last EQCC meeting of each calendar year. The management review must follow the guidance provided by IMA-E, Annual EMS Management Review Guidance, dated October 2005, provided in Appendix A.

The management reviews must at least include the following:

- Follow-up actions from previous EMS Management Reviews (past meeting minutes and action items list),
- Results from Internal EMS Audits and results from compliance reviews (e.g., Internal and External Environmental Performance Assessment System (EPAS) assessments),
- The extent to which objectives and targets have been met,
- Suitability of the EMS related to changing conditions,
- Concerns of relevant interested parties (communications, including complaints),
- Environmental performance of the organization (environmental performance measures),
- Status of corrective and preventive actions (e.g., reports of emergencies, spills, incidents, or nonconformities),
- Recommendations for improvement, and
- Determination of whether the Garrison self-declares itself to have an ISO 14001 conforming EMS in place.

The Garrison Commander is responsible for the following:

- Chairing the Garrison's annual EMS management review meeting; and
- Ensuring all necessary elements of the Garrison's EMS are reviewed/addressed as required.

The EMSMR is responsible for the following:

- Mediating the management review and ensure the review keeps on track with the developed agenda;
- documenting the observations, conclusions, recommendations and the action item list during the management review; and
- Assigning responsibility and a time schedule, in coordination with the Garrison Commander, for each action item identified.

The DPW EMO is responsible for presenting the management review presentation and supporting documents during the management review.

2.4 RESULTS OF THE MANAGEMENT REVIEW

The management review is to be documented through a memorandum (meeting minutes), signed by the Garrison Commander. The memorandum will include the recorded observations, conclusions, recommendations and the action item list from the management review. The management review meeting minutes and action item list will be distributed to all attendees.

The Garrison Commander is responsible for Approving the meeting minutes and action item list following each EMS management review.

The EMSMR is responsible for the following:

- Distributing the meeting minutes and action item list to all attendees, and
- Following up on action items to ensure identified responsible personnel completed their assigned action item and/or ensure action items will meet the agreed upon schedule.

LIST OF APPENDICES

Appendix A	IMA-E Annual EMS Management Review Guidance, October 2005	A-1
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APPENDIX A

IMA-E Annual EMS Management Review Guidance October 2005

Installation Management Agency – Europe Annual EMS Management Review Guidance October 2005

Background

The US Army is implementing environmental management systems (EMS) to comply with Executive Order 13148. To implement EMS, the US Army has elected to conform to the International Organization for Standardization (ISO) 14001 standard for EMS.

ISO 14001:2004 section 4.6 requires that the organization's top management periodically review the continuing suitability, adequacy, and effectiveness of the EMS. The standard requires that the EMS be reviewed, at intervals the organization determines, to ensure that the EMS is working. The Army EMS Implementers Guide (Version 2.1, March 2005) suggests performing Management Reviews at least once a year. The Installation Management Agency - Europe Region (IMA-Europe) recommends that the Garrison Commander and Environmental Quality Control Committee (EQCC) be involved in the Annual EMS Management Review. (Note that periodic meetings should also be held to review and track objectives and targets.) The EMS Management Review can be combined with other meetings. The review process can take place over time; not all elements need to be reviewed at one meeting (ISO 14001:2004, Annex A.6).

DoD/Army metrics require that at least one EMS Management Review be performed in accordance with the Garrison's documented policy for recurring internal EMS Management Reviews no later than 31 December 2005.

IMA-Europe is providing this guidance to assist Garrisons in meeting the requirements of the EMS Management Review required by ISO 14001 and the DoD/Army EMS implementation milestones (Appendix B).

Procedures

The EMS Management Review should:

- Provide general information about the Garrison's EMS and current environmental issues
- Review the status of EMS implementation within the Garrison (e.g., review the EMS elements in place and the organizations included in the EMS, and identify the elements that still need to be achieved for fenceline-to-fenceline implementation)
- Discuss the relevancy of the Garrison's environmental policy, objectives, and targets and make appropriate revisions
- Review progress toward meeting the Garrison's EMS objectives and targets; revise the objectives and targets as necessary

- Discuss EMS audit results and approve related plans and resources required for continual improvement
- Make decisions and provide directions to improve performance

Two types of people should be involved in the EMS Management Review:

- Personnel responsible for specific aspects of the EMS and related environmental issues – This includes personnel from the Environmental Office as well as individuals responsible for EMS procedures and individuals responsible for various functional areas where significant impacts could occur.
- Decision-making personnel – This includes those with the authority to make decisions about the organization and its resources (e.g., the Garrison Commander and the EQCC).

Input to EMS Management Reviews must include:

- Follow-up actions from previous EMS Management Reviews (past meeting minutes)
- Results from Internal EMS Audits and results from compliance reviews (e.g., Internal and External EPASs)
- The extent to which objectives and targets have been met
- Suitability of the EMS related to changing conditions
- Concerns of relevant interested parties (communications, including complaints)
- Environmental performance of the organization (environmental performance measures)
- Status of corrective and preventive actions (e.g., reports of emergencies, spills, incidents, or nonconformities)
- Recommendations for improvement

The EMS Management Review should evaluate the need to update or revise the environmental policy, objectives, targets, and other elements of the EMS due to:

- Changing mission
- Addition of new facilities
- Changing legal requirements (e.g., FGS chapter updates)
- Changing expectation and requirements of interested parties
- Changes in the Garrison's operations/activities
- Advances in science and technology

- Lessons learned from environmental incidents
- Reporting and communication

The main objective of the EMS Management Review is to focus on the Garrison's environmental performance and evaluate the EMS's effectiveness.

Results

ISO 14001:2004 section 4.6 requires that a record of the EMS Management Review be retained. Record the minutes of the EMS Management Review and file them according to your document control procedure. The minutes should document observations, conclusions, and recommendations. They must include any decisions and actions related to possible changes to environmental policy, objectives, targets, and other elements of the EMS consistent with the commitment to continual improvement. In addition, if corrective actions must be taken, top management (i.e., the Garrison Commander and EQCC) should ensure the action was effectively implemented. Consider developing an action item list to document required actions, responsible parties, and scheduled dates. Use this list to track required actions to completion.

The final outcome of the EMS Management Review process should be continual improvement. The continual improvement process should:

- Identify areas/opportunities for improvement of the EMS that lead to improved environmental performance
- Determine the cause of nonconformance with or deficiencies in the Garrison's EMS
- Develop and implement plans of corrective and preventive action to address any nonconformance or deficiency, as well as its root cause
- Document changes in procedures resulting from process improvement
- Make comparisons with objectives and targets

The EMS Management Review should be used to keep the EMS efficient and cost-effective. If your Garrison developed procedures or processes that are no longer needed, eliminate them. As your organization's EMS increases in its effectiveness and efficiency, your environmental performance will likewise increase.

Guidance for Conducting EMS Management Reviews

Consider the following steps to conduct your EMS Management Review:

- Develop a procedure for conducting EMS Management Reviews that is signed by the Garrison Commander and distributed to the EQCC.

- Set a date(s) for the EQCC meeting to perform the first Management Review no later than 16 December 2005. Review the EMS either at several consecutive meetings or at one designated for the EMS Management Review. Ensure that the Garrison Commander, EQCC members, and the EMS Cross Functional Team (if desired) will attend the meeting.
- Designate an individual to prepare the materials for the EMS Management Review in advance. Gather all of the EMS documents (e.g., policy, aspects inventory, objective and targets, and procedures) as well as supporting information (e.g., previous meeting minutes, communications, results of audits and compliance evaluations, information on objectives and targets, reports of emergencies, spills, incidents, or nonconformities, and other relevant information).
- Provide the documents or a summary to the EQCC members prior to the EMS Management Review meeting.
- Develop an agenda and presentation to keep the meeting on track and to review the information efficiently. Use the presentation to call attention to areas that are in need of revision. Be sure to cover all of the required areas for review. Consider using the agenda provided in Appendix A as a guide for developing the meeting agenda.
- As part of reviewing audit results and compliance evaluations (i.e., Internal and External EPAS results), EPAS root cause codes should be reviewed to determine if the Garrison's EMS policy, procedures, SOPs, document control, and other EMS elements are effective. The ERAS root cause codes are organized into several key EMS elements specifically for this purpose.
- Designate an individual to record meeting minutes and an action item list. Be sure to include all of the required information.
- Systematically review the required information and record areas for updates, changes, and improvement.
- Assign responsibility to each action item.
- Distribute the minutes and action item list after the meeting. Set a date to review the progress of the improvements. Add the EMS Management Review meeting minutes to the document control system.

During the 2005 EMS Management Review, be prepared to determine if the Garrison will make a self-declaration that they have an EMS in place. This self-declaration announces that the Garrison declares compliance with EO 13148 and completion of the six DoD metrics that define an EMS is in place. The Environmental Quality Report (AEDB-EQ) will serve as the formal communication that the installation has an EMS in place. Future EMS Management Review meetings will determine if a self-declaration that the Garrison has an ISO 14001 conforming EMS in place should be made. HQDA, SAIE-ESOH Memorandum "Guidance for Environmental Management System (EMS) Self-Declaration", dated 4 February 2005, provides additional information on planning

EMS audits and making the self-declaration.

Appendix A

Management Review Questions

Garrisons may want to consider the following questions (at a minimum) during their Annual EMS Management Review:

1. Are we monitoring our EMS via EMS audits? What do the results of those EMS audits tell us?
2. What do our Internal and External EPAS results and root cause analysis tell us? [Note: this question should also be asked in conjunction with questions 3, 4, 5, 6, 9, 10, and 14.]
3. Is our environmental policy still relevant to what we do?
4. Are roles and responsibilities still clear, do they make sense, and are they communicated effectively?
5. Has EMS awareness training been conducted throughout the Garrison? Was the training effective? Have personnel or unit rotations affected the number of trained personnel? Should additional awareness training sessions be offered?
6. Are our procedures clear and adequate? Do we need other controls? Should we eliminate or modify some of our existing controls?
7. What effects have changes in materials, products, or services had on our EMS and its effectiveness? Do we need to modify our aspects register or our ranking methodology for determination of significant aspects?
8. Did we achieve our objectives and targets? If not, why not? Should we modify our objectives and targets?
9. Are we applying resources appropriately?
10. Are we fixing problems when we find them?
11. Do changes in laws, regulations, or Final Governing Standards require us to change some of our approaches?
12. What other changes are coming in the near term? What impacts (if any) will these have on our EMS?
13. What stakeholder concerns have been raised since our last EMS Management Review? How are these concerns being addressed?
14. Is there a better way? What can we improve?

More information on conducting Annual EMS Management Reviews can be found in the US Army Environmental Management System Implementers Guide (Version 2.1, March 2005) in Step 30.

Note: Some of the above questions were adapted from NSF-ISR, Environmental Management Systems - An Implementation Guide for Small and Medium-Sized Organizations, p. 76).

Appendix B

Army EMS Implementation Milestones

- **Policy Statement** – The Commander signs an installation-wide environmental policy statement consistent with Army EMS policy and makes it available to installation personnel and the public no later than (NLT) **30 September 2003**
- **Self-Assessment** – The installation conducts and documents an installation-wide EMS Self-Assessment consistent with Army EMS policy and briefs it to the Commander **NLT 30 March 2004**
- **Implementation Plan** – The Commander signs a written plan with scheduled dates, identified resources, timelines, and organizational responsibilities for implementing an installation-wide EMS consistent with Army EMS policy **NLT 30 September 2004**
- **Prioritized List of Environmental Aspects** – The installation compiles a prioritized list of environmental aspects consistent with ISO 14001 and Army EMS policy and briefs it to the Commander **NLT 30 March 2005**
- **Training** – The installation establishes a documented procedure and follows it to ensure that appropriate installation personnel have received EMS awareness training **NLT 30 March 2005**
- **Management Review** – The Commander conducts at least one documented Management Review in accordance with the installation's written procedure for recurring internal EMS Management Reviews **NLT 31 December 2005**